

## Head of ICT and Procurement Business Plan - 2016-2017

<b>Section 1: Introduction</b>	
	<b>Prompts</b>
<b>Introduction</b>	<p>This Business Plan covers the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017.</p> <p>The Division is responsible for the provision and support of all ICT functions across the Council's Departments including its Schools. The Division is also responsible for all Corporate Procurement activity within the Authority.</p> <p>Despite continued budget and staff reductions, the Division is still perceived as one that performs well, operates strategically and is extremely flexible in adapting its work programme to meet the Council's changing needs and priorities. This view will be tested during this year.</p>
<b>Section 2 : Priorities</b>	
<b>Principle 1 – Delivery of Priorities in 2015-2016</b>	<b>Prompts</b>
<b>Achievement of priorities during 2015-2016 (self-evaluation)</b>	<p>Many of the priority areas in the 2015-2016 Business Plan continue to be priorities in 2016-2017. These areas are transformational in nature and, though much work has already been undertaken, they remain important to the services involved and will continue to require significant resource from ICT. This work includes, for example, work generated by the Transforming Adult Social Care Programme and work in relation to modernising NPT Schools and addressing</p>

their needs as digital competency enters the curriculum framework. Work carried out in support of the ICE (Improve Customer Experience) and Digital by Choice programmes has been very successful and much of the recent Digital by Choice Key Note Event was based around this work.

The changes to the ICT Infrastructure which took place during 2015-2016 were successful but changes and improvement will continue into 2016-2017. The major changes which were successfully concluded last year included an upgrade of the server estate, upgrade of the email environment and a refresh of a large portion of the desktop estate.

The replacement of the Mentor System (the Council's Job Costing System) named Project Protégé continues into the new financial year. Work already carried out has allowed parts of the system to be decommissioned but significant elements remain. It will take a large amount of development time to replicate and improve on current functionality but this will deliver a substantial saving in license fees.

The reaccreditation to the Public Services Network (PSN) was successfully completed.

The iProcurement system was rolled out to a large percentage of services within the Authority as planned and this work will continue as we address the smaller purchasing units within the Council.

The savings associated with the planned collaboration with the National Procurement Service (NPS) has not delivered the expected value. The NPS has delayed many of the frameworks which were planned which has had a knock on effect within the Corporate Procurement Unit.

Principle 2 – Priorities to be delivered in 2016-2017	
<p><b>Priorities to be achieved during 2016-2017</b> (where possible (in less detail) please also include what you want to achieve in the following 2 years (17-18) and 18-19)</p>	<p>To continue to develop systems and modules that support Adult and Children’s Services including changes brought about by the implementation of the future Well-being Act (Safer, Brighter Futures)</p> <p>Project Protégé - replace the Mentor job costing package with an in-house system which will replicate and improve on current required functionality (Helping to achieve FFP)</p> <p>Workways Plus – To develop a Regional Case Management System that supports the operation of Workways (Improving Outcomes, Improving Lives)</p> <p>CMS – Replace the current web content management system with an open source solution. This software will underpin all of the Council’s customer facing web sites. (Digital by Choice)</p> <p>iDocs – rewrite and rationalisation of the existing Electronic Document &amp; Records Management System (EDRMS) to improve document storage, retrieval and support publicly availability services (Improving Internal Systems)</p> <p>Digital by Choice – Continue to develop systems for public access via the Council’s website in support of “Save Time Do It Online”. (Digital by Choice)</p> <p>TPMS – Begin the process of rewriting the Council’s Property Management</p>

System. (Helping other services achieve FFP, Digital by Choice, Improving Internal Systems)

WiFi Enhancements – An upgrade to the wireless infrastructure to increase and enhance coverage. Provision of a Public WiFi for guest access for citizen and partner agencies (Digital by Choice)

Upgrade/replacement of the Corporate Voice Solution – exploiting the opportunity to provide richer experience, video conferencing, instant messaging, desktop sharing with a link to citizen, officer and partner agencies (Improving Internal Systems, Digital by Choice)

New Schools Service Delivery Model – Journey to the cloud and beyond, support for teaching and learning supports the digital competency framework. (Better schools, Better Prospects)

Bae Baglan & YGG Ystalyfera – Major new builds/refurbishments (Better Schools, Better Prospects)

Collaboration – Provision of an encompassing infrastructure and a flexible operating environment to promote and support collaborative initiatives with partner organisations (Helping other services achieve FFP)

Flexible Working – Resurgence of demand for a flexible working environment both in civic centres and from remote locations. (Property Rationalisation, Digital by Choice).

Enhanced Resilience of Infrastructure – 24/7, always on, resilient, cloud where appropriate (Improving Internal Systems)

	<p>To continue to be accredited to use the Public Services Network (PSN) (Corporately Mandated)</p> <p>Continued operational security surrounding corporate network and systems (Improving Internal Systems)</p> <p>Ensure Value for Money and compliance through the application of the Authority's Contract Procedure Rules, Financial Regulations and EU Procurement Legislation. (Prosperity for All)</p> <p>To continue the roll out of the iProcurement System whilst ensuring local businesses/ suppliers are able to do business with the Council. (Prosperity for All)</p> <p>Investigate technologies which will assist in the deployment of the Welsh Language (Welsh Language Regulation, Improving Internal Systems)</p> <p>To ensure that resources are managed within budget (including savings identified within the FFP) (Mandatory Measure)</p> <p>Maintain sickness levels as low as possible (Mandatory Measure)</p> <p>Ensure all staff PDRs are completed (Mandatory Measure)</p> <p>Some of these priorities are long term projects and will continue into 17-18 and possibly 18-19.</p>
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### Priorities / Actions / Outcomes Table:

Please include here the key priorities for your services during 2016-2017. This will enable a clear and direct link between your services priorities, the actions to be undertaken to achieve those priorities and the planned outcomes. (These will include the priorities your managers will lift from your business plan for inclusion in their service report cards).

<b>Priority</b>	<b>Actions to deliver the priorities</b>	<b>Officer (s) Responsible</b>	<b>Timescale</b>	<b>Evidence to indicate achievement e.g. outcomes.</b>
<b>P1</b> - Develop systems and modules that support Adult and Children's Services	<b>Ensure that required systems are developed</b>	<b>Phil Hopkins</b>	<b>Ongoing</b>	<b>Systems in use by service</b>
<b>P2</b> - Project Protégé	<b>Complete system development and cancel Mentor licenses</b>	<b>Phil Hopkins</b>	<b>Q3 – 2016/17</b>	<b>Mentor contract terminated Protégé system in operation</b>
<b>P3</b> - Workways Plus	<b>Develop Workways Case Management System</b>	<b>Phil Hopkins</b>	<b>Q2 – 2016/17</b>	<b>Workways system in operation Income generation</b>
<b>P4</b> – Content Management System	<b>Replace current Content Management System (CMS) with new open source solution</b>	<b>Phil Hopkins</b>	<b>Ongoing</b>	<b>New CMS in operation Saving on existing contract</b>
<b>P5</b> – iDocs	<b>Rewrite and rationalise existing document</b>	<b>Phil Hopkins</b>	<b>Ongoing</b>	<b>New system in operation</b>

	<b>management system</b>			
<b>P6 – Digital by Choice</b>	<b>Continue to develop systems for public access via Council’s web site</b>	<b>Phil Hopkins</b>	<b>Ongoing</b>	<b>More services developed end to end and/or online</b>
<b>P7 – TPMS</b>	<b>Rewrite Council’s Property Management System</b>	<b>Phil Hopkins</b>	<b>Ongoing</b>	<b>New system in operation</b>
<b>P8 – WiFi Enhancements</b>	<b>Improvements to the corporate WiFi</b> <b>Provision of Guest WiFi</b>	<b>David Giles</b>	<b>Q2 – 2016/17</b>	<b>Public Access Wi-Fi delivered to agreed locations</b>
<b>P9 – Corporate Voice Solution</b>	<b>Upgrade of voice solution</b>	<b>David Giles</b>	<b>Q3 – 2016/17</b>	<b>Improved functionality available</b> <b>Joint solution covering Swansea &amp; ABMU</b>
<b>P10 – New Schools Service Delivery Model</b>	<b>Support for new provision for teaching and learning</b>	<b>David Giles</b>	<b>Q3 – 2016/17</b>	<b>Enable schools to deliver their curriculum requirements</b>
<b>P11 – Bae Baglan &amp; YGG Ystalyfera</b>	<b>New build/refurbishment</b>	<b>David Giles</b>	<b>Q3 – 2016/17 (BB)</b>	<b>Schools open &amp; functional</b>

<b>P12 – Collaboration</b>	<b>Provision of environment to support collaboration</b>	<b>Dave Giles</b>	<b>Ongoing</b>	<b>More transparent service provision</b>
<b>P13 – Flexible Working</b>	<b>Provision of flexible working environment</b>	<b>David Giles</b>	<b>Ongoing</b>	<b>Staff able to work from multiple locations</b>  <b>Release Council buildings</b>
<b>P14 – Enhanced Resilience</b>	<b>Improvements to corporate resilience</b>	<b>David Giles</b>	<b>Ongoing</b>	<b>System availability operating at &gt;98%</b>
<b>P15 – Public Services Network (PSN) Accreditation</b>	<b>Complete reaccreditation process</b>	<b>Ian John</b>	<b>Nov 2016</b>	<b>Continuation of Council use of PSN Secure Network</b>
<b>P16 – Network and system security</b>	<b>Ensure that security is in place around the Council’s network and systems</b>	<b>Ian John</b>	<b>Ongoing</b>	<b>Secure network and systems</b>
<b>P17 – Procurement rules adherence</b>	<b>Apply the Authority’s Contract Procedure Rules, Financial Regulations and EU Procurement Legislation.</b>	<b>Ian John</b>	<b>Ongoing</b>	<b>Continued adherence to guidance</b>



<b>P18 – iProcurement System</b>	<b>Continue to roll out and administer the iProcurement System</b>	<b>Ian John</b>	<b>Ongoing</b>	<b>More transactions will be seen going through system</b> <b>More business directed to local companies / suppliers</b>
<b>P19 – Budget</b>	<b>Ensure that resources are managed within budget</b>	<b>ICT Management Team</b>	<b>Ongoing</b>	<b>FFP Targets met</b>
<b>P20 – Sickness Levels</b>	<b>Continue to have low sickness statistics</b>	<b>ICT Management Team</b>	<b>Ongoing</b>	<b>Low sickness figures</b>
<b>P21 – Performance Appraisals</b>	<b>Ensure staff performance appraisals are completed</b>	<b>ICT Management Team</b>	<b>31st March 2017</b>	<b>All staff performance appraisals are complete</b>

### **Priority Measures Table:**

Please include here the measures you will use to evidence achievement / progress towards your priorities. Please include relevant measures that have been included in the Council's Corporate Improvement Plan 2016-2019.

<b>Priority Measures (2016-2017)</b>	<b>2014-2015 Performance (if available)</b>	<b>2015-2016 Performance (if available)</b>	<b>2016-2017 Performance Target</b>
<b>PM1 – Percentage of support calls completed within 1 day</b>	<b>71.5%</b>	<b>77%</b>	<b>75%</b>
<b>PM2 – Missed calls</b>	<b>3%</b>	<b>2.6%</b>	<b>3%</b>
<b>PM3 – System availability</b>	<b>99.9%</b>	<b>99.9%</b>	<b>&gt;98%</b>
<b>PM4 – Number of transactions through eProcurement tools</b>	<b>49,427</b>	<b>88,401</b>	<b>Continue on the upward trend</b>
<b>PM5 – FFP Savings met</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Mandatory Corporate Measures Table** (other than CM10 these mandatory measures are also required in the service report cards prepared by your managers):

**Additional Guidance to support the Corporate Measures is attached as Appendix 1.**

<b>Mandatory Corporate Measures (2016-2017)</b>	<b>2014-2015 Performance (if available)</b>	<b>2015-2016 Performance (if available)</b>	<b>2016-2017 Performance Target</b>
<b>CM01</b> Number of transactional services: a) Fully web enabled b) Partially Web enabled	<b>N/A</b>	<b>N/A</b>	<b>Division is an enabler rather than an area which provides a transactional service</b>
<b>CM02</b> % of revenue expenditure within budget	<b>100%</b>	<b>100%</b>	100%
<b>CM03</b> Amount of FFP savings at risk	<b>0</b>	<b>0</b>	0
<b>CM04</b> Average FTE (full time equivalent) days lost due to sickness	<b>8.43 (0.7 per month)</b>	<b>5.36 (0.44 per month)</b>	Maintain current good performance in this area
<b>CM05</b> % (no.) of staff performance appraisals to be completed	<b>10%</b>	<b>10%</b>	100%
<b>CM06</b> Number of employees who left due to unplanned departures	<b>0</b>	<b>2</b>	0
<b>CM07</b> Total number of complaints: Internal	<b>N/A</b>	<b>0</b>	<b>0</b>

External	N/A	0	0
<b>CM08</b> Total number of compliments: Internal External	N/A N/A	<b>Compliments are received regularly in respect of good work or help given to internal and external parties. These are not recorded.</b>	
<b>CM09</b> % (no.) of services measuring customer satisfaction	N/A	N/A	100%
<b>CM10</b> % (no.) of service report cards to be produced by 31.03.17	N/A	100%	100%

<b>Additional Corporate Measure (2016-2017)</b>	<b>2014-2015 Performance (if available)</b>	<b>2015-2016 Performance (if available)</b>	<b>2016-2017 Performance Target</b>
<b>CM11</b> % (no.) of services measuring staff engagement (to be piloted during 2016/17 - see guidance note)	N/A	N/A	N/A

Principle 2 - continued	Prompts
<p><b>Why are these priorities?</b></p>	<p>These areas have been prioritised after in-depth consultation with Chief Officers and their service managers with the aim of helping services meet their financial objectives and Council priorities.</p> <p>The priorities will aid services in helping to maximise their potential whilst ensuring that staff and members work from a resilient and always available IT infrastructure.</p> <p>To ensure that the Authority has value for money in its expenditure and that local business collaboration is prioritised.</p> <p>To ensure that the Council has a modernised and supported infrastructure that will remain valid for the next four to six years.</p>
Principle 2 - continued	Prompts
<p><b>How are you going to secure the achievement of these priorities?</b></p>	<p>These achievements will be secured in-house by the ICT &amp; Procurement Division's experienced and qualified staff.</p> <p>However, should a limit to available manpower be reached, for example due to the budget situation and dwindling resources, if all the services' priorities are to be met external resource may need to be procured.</p>

	<p>For several years the service has been providing opportunities for Modern Apprenticeships. We continue to support this and currently have 5 modern apprentices working in the department.</p> <p>Partnership working has also been discussed with neighbouring authorities and with ever decreasing resources and budget this will continue. This plan cannot rely on this process however and the delivery of the priorities identified herein do not depend on this at this stage.</p>
<b>Principle 3 – Workforce Planning</b>	<b>Prompts</b>
<b>What are the key workforce challenges for this service?</b>	<p>As mentioned above, the use of Modern Apprentices and the possibility of working with other authorities are already being considered.</p> <p>A particular challenge is currently being experienced within the Procurement Team where two senior managers left to take up other appointments. Internal changes have taken place within the team but the full effects of this loss of knowledge and experience are still being evaluated.</p> <p>Structures within the division have been (and are still being) reviewed with the intention of maximising staff usage, ensuring their engagement, broadening skill sets and increasing job satisfaction.</p> <p>Training within the ICT environment is a regular occurrence due to the fact that the underlying technology is constantly changing and evolving but other training may need to take place if staff are asked to change roles during a structure review.</p>

	<p>This picture of a mobile, responsive team is however offset by an ever increasing demand for the service in respect of ICT and Procurement. Where demand outstrips the dwindling resources available there may be a need to add to existing staffing levels; albeit on a temporary basis.</p>
<b>Principle 3 - continued</b>	<b>Prompts</b>
<p><b>What are the longer term workforce challenges for this service?</b></p>	<p>The longer term workforce challenges will be similar to current challenges being experienced by the service and Authority as a whole. The service has an ageing workforce which will undoubtedly lead to a massive loss of experience over the next few years.</p> <p>This, with reducing resources could have an effect on service delivery and we are attempting to mitigate this risk with targeted workforce planning.</p>
<p><b>What actions are we going to take to address these challenges?</b></p>	<p>Training and development plans are in place and staff are undertaking ILM and NVQ training as well as the specific work-related training.</p> <p>Staff are being asked to broaden leadership abilities by leading on projects and are supported in enhancing other skills where they feel there is a need.</p>

<b>Principle 4 – Property Management</b>	<b>Prompts</b>
<p><b>What are the property consequences of delivering the</b></p>	<p>Delivering priorities outlined in this business plan will have no direct property consequences but there may be implications for the services who have:</p>

<p><b>priorities you have outlined in your business plan?</b></p>	<ul style="list-style-type: none"> <li>• asked for work to be undertaken and may be able to reduce staff as a result.</li> <li>• Make use of the agile working solutions which are being made available to staff and managers</li> </ul>
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**Property Table:**

Property Name	Required Change	Why	Impact
N/A			



Principle 5 – Risk Management	Prompts
How will any risks be managed / mitigated?	

**Risk Table:**

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Loss of key staff from Division	5	5	10 (High)		Combination of better job satisfaction through System Reviews, Employee Development Review process and reduction of dependency on key individuals by sharing expert knowledge across other staff.	Ongoing	ICT Management Team
R2	Workload exceeds available resources	3	3	6 (Med)		Ensure that senior IT Managers are consulted for all projects that contain elements linked to ICT. Stronger ICT governance and priority vetting.	Ongoing	ICT Management Team

						Ensure tasks and targets published in the Business Plan are achievable by setting realistic target dates and managing resources effectively.		
<b>R3</b>	Loss of Public Services Network (PSN) accreditation	2	4	6 (Med)		Ensure that all areas of PSN Conditions of Connection are met	Ongoing	ICT Management Team
<b>R4</b>	Loss of Exchange/Email Service.	1	2	3 (Low)		Provision of resilience through implementation of high availability redundant servers.	Ongoing	ICT Management Team
<b>R5</b>	Significant Fabric/Infrastructure loss.	1	2	3 (Low)		Enhanced environmental monitoring agents coupled with more robust Business Continuity processes	Ongoing	ICT Management Team
<b>R6</b>	Unauthorised access to corporate facilities/ information.	1	2	3 (Low)		Increased detection methods and better	Ongoing	ICT Management Team

						application security.		
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